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MEMORANDUM FOR: Chairman, Clandestine Services Career Service Board

SUBJECT: Recommendations Concerning the Organization of
Personnel Staff Support to the DD/P

1. The purpose of this paper is to analyze the kind of staff support which the DD/P requires in relation to his responsibilities for personnel management and to recommend an efficient way of organizing this support to accomplish current objectives. Most of these needs have been recognized at some time during the evolution of DD/P's role in personnel management and are now represented by some staff element functioning at the DD/P level. However, the resulting overall structure is probably more effective in presenting a picture of the history of this evolution than it is as a mechanism for conducting necessary personnel management activities for the DD/P. It lacks the necessary cohesion to function efficiently under present circumstances. We need to pull together these bits and pieces of personnel staff work and form an integrated mechanism which is designed specifically to meet current DD/P needs.

2. The general awareness that we are approaching maturity as an organization has focused attention on this problem from many directions. There is growing recognition that those people who make up the Clandestine Services Career Service today are, for practical purposes, those who will manage and conduct the operations of this organization for the

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foreseeable future. This fact dictates the need for a personnel staff mechanism which can cope effectively with long-range aspects of personnel management as well as with the fluctuations of specific requirements for individuals. We can no longer do with a system which has functioned principally as an employment service for the several DD/P components. Our concern today and for the foreseeable future is with the intelligent development and maintenance of groups of career officers and support personnel who can be expected to carry on the long-range programs and be redeployed as necessary from time to time so as to use their abilities most effectively in relation to changing personnel requirements. This cannot be done efficiently through the activities of thirteen semi-autonomous organizational units with effective independent control over the selection and release of individual members of the Career Service. The situation is complicated further by the fact of frequent rotation of individuals among the key assignments responsible for directing day-to-day personnel activities. For example, the Chiefs of most of the Staffs and Divisions have changed during the past year and, in most cases, the Chiefs of Support and the senior Personnel Officers of those components have also been rotated. In order to assist the DD/P in the long-range problems of personnel management, we need to establish a rather definite structure for the personnel management which is centered at the DD/P level and can lend stability to the personnel program in spite of these changing personalities and personnel requirements.

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3. The DD/P's responsibilities in personnel management fall into two primary categories:

a. Those involving the DD/P's managerial and supervisory responsibilities concerning all personnel assigned to the DD/P organization; and

b. Those involving the DD/P's long-term responsibilities in relation to the development and utilization of the members of the Clandestine Services Career Service.

Since almost any DD/P decision concerning personnel administration will have a direct influence in both of these areas, DD/P should look to a single staff unit for personnel support.

4. In relation to the DD/P's managerial responsibilities, this staff unit should be equipped to:

a. Provide staff advice to the DD/P through the review or development of proposals involving personnel policies or procedures through making recommendations to the DD/P concerning specific personnel decisions or actions;

b. Provide staff guidance to DD/P operating officials on personnel matters;

c. Represent the DD/P in liaison with the Office of Personnel concerning Office of Personnel support to the DD/P;

d. Exercise such specific delegations of authority on behalf of the DD/P as appropriate.

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25X1 5. The staff responsibilities assigned to the Clandestine Services Career Management Officer are essentially sound and can be modified

It is also essential to establish and maintain such personnel records as are necessary to provide the DD/P with current information and to serve as a basis for research in both areas of the DD/P's responsibilities.

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